

wagons, motor trucks, lumber, locomotives, cars, machinery, medical instruments, hand tools, machine tools. In one way or another the Army at war drew upon almost every one of the 344 industries recognized by the United States Census. In some cases readjustments of machinery for a slightly modified product were necessary. In many an improved product was demanded. In practically all an enormous production was required. In the cases of some articles all the difficulties of quantity production were combined with the problems of making something not before manufactured. Typical instances are the 5,400,000 gas masks and the 2,728,000 steel helmets produced before the end of November, 1918.

#### MACHINERY OF DISTRIBUTION

For those supplies that were to a certain degree articles of commercial manufacture, the problem of distribution was fully as difficult as procurement. For production, machinery already in existence could be utilized; for distribution, a new organization was necessary. In this country the problem was not hard for there were ample railway facilities; an abundance of motor transportation could be requisitioned if necessary; and the troops were near the sources. In France, a complete new organization was necessary whose main duty it was to distribute munitions and supplies. It was called the Services of Supply, the S. O. S., and had its headquarters at Tours. It was an army behind the Army. On the day the armistice was signed, there were reporting to the commanding general of the Services of Supply, 386,000 soldiers besides 31,000 German prisoners, and thousands of civilian laborers furnished by the Allies. At the same time there were in the zone of the armies 160,000 noncombatant troops, the majority of whom were keeping in operation the lines of distribution of supplies to the troops at the front. The proportion of noncombatants in the American Army never fell below 28 per cent. In the British Army it often ran higher. Even when there was the greatest pressure for men at the front, the work back of the lines took roughly one man out of every three.